

CABINET SECRETARY: INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

Role

The Cabinet Secretary is responsible for leading the Civil Service, with Sir Bob Kerslake. He has three core functions:

1. Support proper and effective Government decision-making through the organisation and provision of advice to Cabinet and its sub committees; administering the Ministerial Code; and advising the Prime Minister and Deputy Prime Minister on policy, process and propriety. He also provides a senior channel of advice and communication to and from external (foreign, business, voluntary and wider public sector) stakeholders.
2. Support effective implementation of the Government's priorities by advising the Prime Minister on the most effective way to organise Government; ensuring that the Government's priorities are properly reflected in departments' own priorities and business plans and are implemented with pace and rigour; ensuring that departments are working together in the most effective way to implement these priorities; and, together with the Head of the Home Civil Service, ensuring that the Civil Service has the capabilities and leadership it needs to implement these priorities. This includes line management of a cadre of cross-cutting permanent secretaries; and developing new capabilities in the Civil Service to ensure it adapts to the Government's requirements.
3. With the Head of the Civil Service, maintain an effective and politically impartial Civil Service that commands the confidence of Ministers and MPs of all political parties including: administering the Civil Service Code; ensuring that the Civil Service supports the Government in developing and implementing Ministers' policies and priorities; ensuring that appointments and performance management are merit-based; ensuring the impartiality of Civil Service advice by enforcing a clearly-understood separation between the roles of Civil Servants, Ministers and special advisers; putting in place appropriate guidance and procedures ahead of elections and referendums; and handling issues relating to previous administrations in an even-handed way.

2014/15 Priorities

The priorities in 2014/15 are to ensure that the Civil Service retains absolute focus on the delivery of the Government's agenda; that strong succession plans at the senior level are built to secure the future talent of the Civil Service; and that the pre-election period is planned effectively, ensuring that whichever political party wins the 2015 General Election the Civil Service is ready to hit the ground running in implementing a new or returning Government's agenda.

Corporate and Capability Management

The Cabinet Secretary is a key part of the corporate leadership of the Civil Service and actively supports the Civil Service Reform agenda. He is a member of the Civil

Service Board and the Senior Leadership Committee and takes the lead in driving a number of reform priorities including on the policy agenda.

Objective	How progress will be judged
<p><i>Business Objective 1</i></p> <p>To support effective Cabinet Government and to support the Prime Minister and Deputy Prime Minister in ensuring that the Government's programme is implemented successfully. To meet this I will ensure that:</p> <ul style="list-style-type: none"> a) The Prime Minister and Deputy Prime Minister have access to high quality objective advice and briefing in support of their policy objectives; b) Cabinet and its committees are addressing the right issues at the right time and that discussions are properly prepared and chaired; c) The rules and procedures for maintaining collective responsibility, including the Coalition Agreement, are properly adhered to; d) The Civil Service drives the Government's overriding priority of restoring strong, balanced and sustainable growth across the UK. <p><i>Business Objective 2</i></p> <ul style="list-style-type: none"> a) To provide clear and objective advice on Ministerial, special adviser and Civil Service propriety issues and to protect even-handedly the interests of former Ministers; b) To ensure that Civil Service retains the confidence of all political parties in its impartiality and integrity; c) To ensure that the Civil Service is well equipped to serve a new Government after the 2015 General Election and that the central machine is ready on Day 1 to serve a new or returning Government. 	<p>Overall: Feedback from the Prime Minister (PM), Deputy Prime Minister (DPM) and Minister for Government Policy.</p> <ul style="list-style-type: none"> a) Feedback from PM and DPM. b) Cabinet minutes accurately reflect the Cabinet debate and discussion. c) New policies are considered in an appropriate manner by the relevant ministerial grouping. <ul style="list-style-type: none"> a) i) Ensure that allegations of impropriety or Code breaches are investigated rigorously and swiftly. ii) Handle Chilcott and any other inquiries effectively. c) Lead a programme of activity across all Departments to ensure that all Permanent Secretaries and their teams are preparing adequately for the Election and beyond.
<p><i>Cross Government Working and Civil Service Reform</i></p> <ul style="list-style-type: none"> a) To drive implementation of the Civil Service Reform Plan; b) Embody the principles of Civil Service Reform; c) Ensure the Civil Service is well led; d) To build, jointly with the Head of the Civil Service, a strong, diverse and corporate Permanent Secretary cadre and develop 	<p>Overall: Feedback from the Prime Minister, Deputy Prime Minister and the Minister for the Cabinet Office.</p> <ul style="list-style-type: none"> a) Delivery of the 7 Game changers implementation Plan to timetable. d) Actively participate in the Senior Leadership Committee and take on responsibility for mentoring and coaching

<p>clear succession plans for the future;</p> <p>e) Take particular responsibility for ensuring that Open Policy Making becomes embedded in the Civil Service and support the Head of the Policy Profession to drive up the quality of Civil Service policy advice.</p>	<p>talented Directors General.</p> <p>e) i) Delivery of the Civil Service Quarterly publication.</p> <p>ii) Mainstream innovative policy techniques such as behavioural insights and design principles.</p>
<p><i>Capability</i></p> <p>a) Line manage those Permanent Secretaries with security/cross-departmental /international responsibilities and ensure they have the support and advice they need to deliver the Government's priorities.</p>	<p>a) Feedback from Permanent Secretaries and their Secretaries of State.</p>